



Government of Gujarat

सत्यमेव जयते



Decentralized Community Managed
Water Supply Programme

Emerging Leaderships

Catalysis
for
Change



Water Supply Department
Government of Gujarat

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Community Participation

Stages and levels of involvement

Community

- 0- Need not perceived
- 1- Need perceived but not interested
- 2- Interested but not keen to contribute
- 3- Positive and keen to contribute- limited
- 4- Enthusiastic and keen- wider contribution
- 5- Champions and performers

Leadership and Involvement

- 0- No participation
- 1- Elected Members
- 2- Elected Members + few community leaders
- 3- Elected members + community leaders + other groups(women, youth)
- 4- Elected members + community leaders + other groups + all sections
- 5- Whole community participates encompassing caste, religion, gender, age etc

Capacity Building

- 0- No Participation
- 1- Notification
- 2- Attend Meetings
- 3- Express Opinions
- 4- Discussions
- 5- Influencing decision making
- 6- Involved in decision making
- 7- Innovativeness, imitation of particular action points
- 8- Final say over implementation

Low Participation (Hurdles)

- 0- Indifferent - Benefits not clear
- 1- Intimidate- Institutional culture
Smaller group working
Rotating power sharing
- 2- Incapable Lack of resources and
Awareness
Flexibility
- 3- Waiting - More powerful wait in
wings to influence or obstruct

Catalysts for Change

Community leadership is the courage, creativity and capacity to inspire participation, development and sustainability for strong communities.

- Sir Gustav Nossal

Invisible local leaders in WASMO projects

WASMO's programmes follow a project cycle of 18 months, with the first six months devoted to community mobilization and the next twelve months dedicated to work execution and completion. Over the years WASMO, in consultation with its partners and other sector players has developed various procedures and systems for programme management. A capacity building schedule has been developed for every stage of the project from awareness generation and orientation to pre-construction training (including work organisation, implementation procedure, accounts and records maintenance, construction management and supervision) and post construction training (including importance of O&M in sustainability of the system, tariff calculation, management of O&M, water quality monitoring). In addition trainings are held for environmental sanitation, school sanitation, team work etc.

While the standardised programme procedures and steps identified, help in the processes at the community level, how a community accepts the overall concept of community participation and to what extent it gets involved differs from village to village. It depends on factors like the severity of the water problem, whether the village is multi-caste or the group is homogenous, socio-economic backgrounds etc. Rural dynamics play an important role in the social processes involved in a community-managed approach. Often the task of social mobilisation is much easier said than done and instead of arriving at a consensus, a stalemate is reached. The community may not feel the need for participation, the group may not be cohesive, there is mistrust (within the community and also on the agencies involved), there are conflicts, a particular community may feel discriminated against, people may be unwilling to pay or unwilling to accept a new, slightly different technology. These and many other issues have to be handled during the course of the project cycle.

It is under these situations that individuals in the village - men, women, teachers, elderly people, SHG's, youth groups - have come to the fore, made

the community-managed approach possible, and strengthened the State's faith in the community. On several occasions and in many villages, people have unexpectedly come forward and paved the way for others to follow. Communities under their guidance and leadership have been able to get together and participate in the decentralisation process for water supply and sanitation.

What is leadership?

Leadership at the grassroots level represents the masses, the ordinary citizens, who form the base of a society. It leads to action and helps to get things done. Leadership could be through one's own sheer will and interest or it could come through being nominated in a committee and being made responsible for a particular task. There are instances where the men and women, once nominated to be Pani Samiti members have assumed leadership and successfully implemented the scheme in the village. For many, it has been an opportunity to unleash the human spirit within them and a journey of realising their own potential. *It is not unusual for the WASMO or ISA staff to hear from the community, "Amne khabaraj na hati ke amarathi avu kaam thai shakshe!" (We had absolutely no idea that we were capable of doing such work)!*

Experience has also shown that there are some members in the community who come forward and take interest on their own. There are women and men who exhibit a natural ability at leadership and show perception and skill for it. This natural ability could be

Leaders are best

When people barely know that they exist, No so good when people obey and acclaim them, Worst when people despise them. "Fail to honour people, they fail to honour you;" But of good leaders, who talk little, When their work is done, their aims fulfilled, The people will say, "We did this ourselves."

- Lao Tzu (edited)



due to various factors like experience, education, exposure, a high sense of purpose and self-motivation to do something for the community etc. In some cases the water crisis has proved to be the crucible of leadership. This is especially true in case of women who have time and again taken lead in the community-managed water supply programme in Gujarat. With the burden of fetching water being mainly the responsibility of women, they are the ones most gravely affected by the lack of access to adequate, regular and safe drinking water. The sheer need for improved facilities and the hope for a better future have been the motivating factors for women to play a lead role in many villages where the men have not shown any interest. Women have taken lead in collecting contribution and a few SIIGs have set an example by bringing in the first contribution from their savings. Women have taken charge of construction monitoring, maintaining accounts and even O&M of the system. Whatever the reason for adopting the role of a leader whether assigned responsibility, a natural ability or a crisis like situation, there has been no dearth of local level leadership which has catalysed the change in village level water and sanitation scenario.

How leaders operate

Leaders often stimulate others to think broadly, and look at the larger picture. The community-managed programme being a new concept, requires a great deal of communication and awareness generation in order for it to be appreciated and accepted. It has been seen that, often after the project staff has gone from the village, it is a local person or group that takes lead in communicating the vision of the programme i.e., the purpose of the project, what it is trying to

achieve, and what the benefits are for the community.

Some leaders are people with affable character, who are able to connect with all sections of the community. They have the capacity and skills to spend time building relationships within the group so as to have a better understanding of different perspectives and the reasons behind different actions. They have the potential to mobilise diverse groups of a community and unite them for a greater common good. There are some leaders who are able to create an environment of trust and motivate people to excel in the work they undertake and set standards for themselves.

Through their own experiences and knowledge, some people are able to foster a climate that encourages people to think out of the box and come up with better and innovative ideas. There are other leaders who 'model the way' by demonstrating change through their own attitudes, actions and behaviours. Then there are some people in the village like school teachers, sarpanchs and others who have been able to make use of their position and respect that comes with it to lead the community. Yet others are capable of tactfully provoking and encouraging others to take risks and help them reach their potential.

People and groups have used different approaches from personal traits, set of skills possessed, the ability to execute a task, ability to influence people and position conferred on them in order to drive the community-managed approach at the grassroots level. These are people who are firm 'believers and who have a sense of purpose. This document illustrates the stories of various people who have taken lead in the community-managed programme in Gujarat.



Emerging Leaderships

Proactive role in raising demand



*Naynaben Rathod,
Rethal,
Ahmedabad*

Rethal village has a population of more than 5000. Naynaben Rathod the Pani Samiti Chairperson and Sarpanch since last four years, has completed matriculation and is dedicated to usher in changes in her village. For water supply the village had only on old tank very much in a dilapidated state, which could neither be used by people living in the heart nor the fringes of the village. Women fetching water from distant places were a common sight. When Naynaben came to know of the Swajaldhara programme, she took the first proactive step to contact the DWSC and applied for the village to join the programme.

When the question of collecting community contribution arose, a Gram Sabha was called to make everyone understand about the need and details of programme. In a few days community contribution was collected and under Swajaldhara programme work of Rs. 14,91,000/- that consists of water tank (ESR), pipeline, sump, cattle trough etc. was sanctioned. Apart from this Naynaben regularly attends meetings and training programmes organised by DWSC. She shares the information with other village women and also makes it a point to adhere to all that she has learnt about sanitation and safe handling of drinking water.

All this has resulted in proper disposal of used water and regular chlorination in the village. Naynaben says, "The Swajaldhara programme has helped almost all the houses in getting adequate drinking water and the rest shall be covered when the programme is completely implemented. It has saved our time and children are free to pursue studies. Now it is my dream to make Rethal village a model for sanitation by motivating people to have toilets for all the households."

Water resource management for water security



*Anandbhai Makwana,
Kotadi,
Amreli*

Kotadi is a coastal village of Amreli, about 17 kms. away from the nearest town Rajula. The village had severe drinking water crisis because of salinity. In the opinion of water and land experts, rain water harvesting was the only solution for the village.

Anandbhai Makwana was determined to make potable water available to the village and he approached the irrigation department for construction of check dams in the villages.

A check dam committee was formed and eight check dams were constructed in the village through this committee. Since the economic condition of the community was not very strong, the villagers decided to contribute their labor by working voluntarily. Four wells of the village have got recharged and people started getting potable drinking water. The people of the village take care of the maintenance of the check dams.



Overcoming quality problems



Chandrakanthbhai Patel,
Thamana,
Anand

Thamna village had three tube wells, but chloride and fluoride contamination rendered the water unfit for human consumption. Chandrakanthbhai Patel the sarpanch of the village approached GWSSB to address the problem of availability of safe water and the Swajaldhara scheme was introduced in the village. Now after the scheme villagers are getting regular supply of potable drinking water. To solve the chloride and fluoride problem, with support from GoG and external support a reverse osmosis and mineral water plant have been installed. The villagers pay 25 paise for 1 liter of mineral water. Chandrakant Bhai is actively involved in not just water related issues, but also in overall development of his village. The village received the 'best Gram Panchayat' award in 2004 from President of India.

Teaching and motivating people



Kiranben,
Gangva,
Banaskantha

Kiranben Suthar hails from Navavas village (Danta) and works as a school teacher in Gangva after completing MA - B.Ed. She was always inclined towards gathering information on development schemes for the village. Her interest was instrumental in implementing Swajaldhara programme in Gangva village. Kiranben initiated street-wise meetings in the village and generated acceptance among the villagers towards the concept of community contribution. Especially, women were encouraged by Kiranben to take their decisions for the benefit of the village. At present, the community undertakes regular cleaning of the village tank and the villagers are being sensitised to drink chlorinated water. Also the school has more number of girl students as they are free from the burden of fetching water. Kiranben herself is an example of the changes that proper education could achieve. Now it has become Kiranben's motto to, "Make our immediate surrounding a better place to live even before thinking of improving the world."

Demonstrating construction of low-cost latrines



Arjanbhai,
Mithi Viridi,
Bhavnagar

With his affable nature, Arjanbhai Dabhi of Mithi Viridi village is a widely respected Pani Samiti member. From the very beginning he was quite active in creating awareness regarding sanitation in the village. At this time, the ISA, Utthan sent him for a training course on low-cost sanitation to an organisation called 'Gramalaya' in southern India. In this training course, he learnt details regarding construction of soak pits for latrines, different designs of latrines and also construction of economic latrines. After undergoing training Arjanbhai shared his experience with the village people. He says, "I explain to the villagers how to construct a latrine with just about Rs. 2500. With mud and then cement plaster, the latrine can be constructed more economically, and just as we build our houses, such latrines too are safe and long-lasting."



Collecting Community Contribution



*Alang,
Bhavnagar*

Alang village of Bhavnagar district is a coastal village and also known as Asia's largest ship breaking yard. Although Alang was covered under the Ghogha project, it was difficult to begin construction for as long as two years, since the men were reluctant to raise the community contribution. The issue was discussed at the Gram Sabha and the women silently witnessed the meeting. The next day, ten women met at the village temple. They reasoned that if men could raise Rs. 7 lakhs to construct a temple, then it was certainly within their means to raise Rs. 30,000 for solving their water problems. Despite their logic, solutions were not that simple. The women, primarily belonging to the Darbar community, had never set foot outside their homes without the consent of their husband. Yet, determined, they went ahead to raise money from their village. One of the women, who had come to Alang as a bride and had lived there for 12 years, collecting the contribution gave her the opportunity to step out of the house and she saw the entire village for the first time. Within few days, the women collected the stipulated amount and entrusted it to the men to pay the contribution to the project.

Tribal women at the helm



*Sumitraben,
Bavka,
Dahod*

Sumitraben's long cherished dream of being able to do something for her village was fulfilled the day she became the Sarpanch of Bavka village of Dahod. While she took several initiatives to raise infrastructure like rooms for village school and kindergarten, bore wells and houses for economically marginalised families, her dream plan was to bring a solution to the water problem faced by the village women. A 16 member all women Pani Samiti, chaired by Sumitraben was formed which had the backing of the community. Each faliya in the village was represented by one woman. The women took charge of all the works from mobilizing the community and collecting contribution to monitoring the construction work. The work of digging of wells for development of new sources in three faliyas and development of well-based mini schemes for another eight faliyas has been initiated after the Pani Samiti collected a community contribution of Rs. 1,25,000. The Bavka Pani Samiti has set an example of how women can get together to find solutions to their problems.

Differential rates for contribution



*Gayatriben Rabari,
Chamla,
Gandhinagar*

There are about 50 houses in Chamla village in Dchgam taluka of Gandhinagar district. Women used to fetch water from far away places. Gayatriben, the Sarpanch of the village, resolved to find a solution to this problem. She got information about Sector Reform scheme being implemented by Government and held discussions with people and the community agreed to join in the scheme. Since the population of the village was mostly labourers, the collection of public contribution was a hurdle. However, in this Herculean task, Pani Samiti members, Babubhai, Samuben, Kantaben etc., took responsibility. Appreciating the economic conditions of the labour class, Gayatriben convinced the community about the need for differential rates for contribution and this has now been accepted as a norm. Those villagers whose crops have been harvested paid Rs.300/- per household as contribution and thus Rs.12,000/- has been collected, while for those who could not afford to pay the contribution, the Pani Samiti has been given the authority to collect the charges as per their convenience.

Conflict resolution/taking matters into their own hands



***Kharva,
Jamnagar***

People could avail the benefit of the water and sanitation programme only because of the grit and courage shown by the women in Kharva village of Dhrol taluka Jamnagar. Like the name itself, water in the village was saline and unusable. In the beginning due to some internal disagreements implementation could not take place. When the women learnt of the internal tussle regarding the programme, they thought of resolving the matter by themselves and collecting contributions from the community. During the Gram Sabha, the issue of WASMO programme was completely dealt by women. At present the Pani Samiti of Kharva village has an all-woman team to look into issues of water and sanitation.

A lesson in having faith



***Ghelubhai,
Vinjhalpar,
Jamnagar***

A teacher in Vinjhalpar village of Khambaliya taluka in Jamnagar has played a very important role in the village accepting the community participation based scheme of the government. When the first meeting for the community-managed water and sanitation programme was held in the village, hardly anybody took interest and people came up with various reasons for not wanting the programme. But Ghelubhai along with some of his friends encouraged them and gradually instilled some faith in the community. Among the first works taken up by the Pani Samiti was the construction of a checkdam and deepening of pond in the village. Effect of this work was immediately seen in the improvement of the quality of drinking water and further boosted the morale and trust among the community. Today Ghelubhai along with Pani Samiti members visit other villages to make people aware about community involvement and provide guidance to implement drinking water schemes.

Undeterred Sarpanch leads the way



***Parshottambhai
Ladhabhai Vavaiya,
Janjhesar, Junagadh***

Jhanjhesar village is situated in the Visavadar taluka of Junagadh district. From the midst of the village a big river, Jhanjhesari, passes through and geographically divides the village into two parts. A dam has been built for irrigation in the downstream area of the village. Because of the Jhanjhesari dam the village faced no problem of water scarcity, but the water was available only from the stand post. In the absence of a water storage and distribution system, fetching water meant a long walk for the women of the village. As the solution of the problem the village Sarpanch Parsottambhai decided to execute the Swajaldhara scheme in the village. Some people of the village tried to drive a spanner into the programme and create problems, but without any fear Parshottambhai worked doggedly for the betterment of village. Today with the backing and help of all the Pani Samiti members, works are in progress under the Swajaldhara scheme in the village.



Experienced teacher mobilises a youth group



*Aalabhai Rambhai Kachot,
Revadra, Junagadh*

Revadra is a small village with a population of 1,000, in Keshod taluka of Junagadh. The village is economically prosperous, but it still lacks basic facilities. There was no proper system for water supply in the village and in 2004-05 even after the village started receiving water from the Mahi-Narmada scheme, there were problems due to irregularity of supply. When the dynamic Aalabhai, a teacher, was transferred to the school in the village, he decided to do something different and set an example. He formed a youth group and under his leadership they decided to make the village an ideal village. Aalabhai had previously worked very actively in the Swajaldhara programme in the village of Sindhaj and was inspired to use his experience and do something similar in Revadra.

Still enthused at eighty



*Ambalal Patel,
Dantali,
Kheda*

Eighty year Ambalalkaka plays a major role in any development work of village Dantali, situated in Kapadvanj taluka of Kheda district. A freedom fighter and a former teacher, he guides the village community on various issues. His genial personality and cooperative nature compel the village community to take his suggestions for any major decision or for the solution of any problem. During the year 2005-06 he played a major role for collecting people's contribution for the Sector Reform scheme in his village. When the scheme started in the village he did the supervision of the entire pipeline and water tank work. He also collected people contribution for the operation and maintenance of the village water supply scheme and formed a water quality team to ensure safe water to his fellow-villagers.

Starting with the Smallest Village



*Musabhai,
Pirvadi, Kutch*

Musabhai is the sarpanch of five villages and he resides in the smallest one, Pirvadi, with 23 families. When the project was initiated, he decided to first begin the work in his village. The concept of payment and sanitation was new to the people from all villages. He says, "It was easier to start work in my village as it was smaller and it was easier to convince the people. The ideas were new to us and the people were not interested in sanitation. Once the project got off the ground, the other villages became willing to join in. In fact, it was the first time we visited the bank when we started receiving contributions."



Making Toilets an Urgent Issue



*Jenaben Maman Deva,
Lakhaniya, Kutch*

Jenaben was the only female member in her family and could not ask anybody to accompany her as she trekked her way to a suitable field or behind a bush to relieve herself. The most horrific time for her was when she fell ill and had to limp through the long distance without help. When the WASMO programme came to her village, she was the first to rally the people together and motivate them to construct a toilet in their homes. She was even a source of inspiration for the weaker communities such as the Harijans and the Muslims. Today, with a toilet within her home, Jenaben has been spared the embarrassment of needing to find a secluded corner.

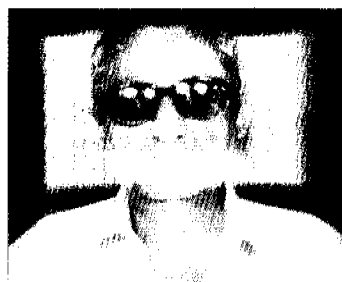
Woman Sarpanch fulfills her duty



*Shobhnaben,
Verasara,
Kutch*

Being a village dominated by the Darbar community, the role of fetching water was being traditionally handled by the men folk in Verasara village. They used to fetch water from the outskirts of the village in a 'kavad' (a horizontal bamboo to which pots are tied on either side), which was very time consuming and effectively the men were not able to go for work in time. Under the leadership of Shobhnaben, the Sarpanch and a member of the Pani Samiti, a habitation-wise needs assessment was done and three underground tanks were constructed in the village whereby all households had equal and easy access to safe, regular and adequate drinking water. Shobhnaben says, "As the Sarpanch, it was my duty to do everything possible to solve the problems of my fellow-villagers and in turn, they too have given me all support required." The men from the village are all praise for Shobhnaben's initiative and they say, "Until now it was the women who would come to us with their problems. But, one lady (Shobhnaben) has set an example by solving the problem suffered by men."

Taking care of everyone's needs



*Shivjibhai,
Kalyanpar,
Kutch*

Kalyanpar, a fairly well-to do village, had an established water supply system with household connections. However, this system had some defects which were known to the Sarpanch and the Pani Samiti chairperson, Shivjibhai. The houses in the low-lying areas would not get water adequate water and therefore they used pumps for drawing water. This caused excessive use of electricity and a proportionate expenditure on the bill. To avoid this people used to draw water from the storage tank in the low-lying area or make a pit near the pipeline and access water from there. But the water available was not safe and also was saline. Shivjibhai along with the rest of the Pani Samiti members, have initiated water resource management and other works under the ERR programme.



Taking the first step to fulfill a responsibility



**Kuvarben Ahir,
Galpadar,
Kutch**

The male members of Pani Samiti of Galpadar did not want to contribute to the community-managed water and sanitation programme, as in past (after the earthquake) they had been cheated. Their reaction was of despondency and the Pani Samiti refused any contribution. In one of the meetings of members from WASMO and VIKSAT with Pani Samiti, there were signs of hope. Kuvarben Ahir, a member of Pani Samiti declared, "The women of this village have decided to join the programme and contribution will start from me. I will pay from my savings". She says, "When I mobilised the other women in the village, I had not only faced opposition, but even got disgraced sometimes, but I continued persuasion and pressurized people till everybody paid. I told myself that I have a responsibility to fulfill. Now everybody gets regular, adequate water in their houses and I have become a leader. I am not the chairman of the Pani Samiti, but I do whatever is required to be done." She is proud, that she had an occasion to talk to Chief Minister of Gujarat, telling him what they have accomplished.

An example to emulate



**Mohammadali Balya,
Jahirpur,
Mehsana**

A great deal of credit for the work done in Jahirpur village under the Sector Reform (State) Scheme goes to 38 year old, Mohammadali Balya, a Pani Samiti member. Mohammedbhai has not let his handicap come in the way of his work and participates in every community work in the village. He constantly strives for development in the village, for which he gets information on various schemes and makes the community aware about it. When the water supply scheme was being implemented in the village he kept a constant vigil on the work to ensure that there is no compromise on the quality. Whenever the village has any visitors he takes great pride in showing them the 5,000 liters tank in the primary school. Mohammadali has full confidence in his inner strength and self-resolve through which he is able to overcome his handicap and take initiative in all community activities.

Leading the clean-up act



**Lakshmanbhai Ahir,
Garamdi, Patan**

Garamdi, an interior village in Santalpur taluka of Patan district faced acute shortage of drinking water. There was only one storage tank and one stand-post in the whole village. As a consequence of illegal water connection by some people, majority of the villagers had to face a tough time due to lack of water. When the matter of connecting the village with the group water supply scheme came up, the village readily accepted the programme and Secretary of Pani Samiti, Lakshmanbhai Ahir, played a major role in its successful implementation. After the problem related to water supply was solved, the question of garbage disposal still remained. By lending his own tractor, Lakshmanbhai supported the village for complete removal of garbage from the village. Taking inspiration from him, the women were not to lag behind. They took upon themselves the responsibility of construction of soak pits and within two days 45 soak pits were constructed.



Efforts of the teacher win the school an award



*Jagdishchandra Patel,
Borsan, Patan*

Children have a crucial role to play as change agents and hence their participation in cleanliness drives and sanitation programmes is considered essential. In this regard the primary school of Borsan taluka of Patan district has shown a new path and the credit goes to the teacher of the school Jagdishchandra Patel. Five years back when he transferred to the school, cleanliness was invisible due to the lack of facilities. Children were not getting sufficient water to drink. When the Swajaldhara programmes was started in Borsan village, cleanliness drives and awareness programmes were organized. With support of the other teachers and villagers, Jagdishchandra made persistent efforts to improve the environmental sanitation in the school and the personal hygiene habits of the children. His efforts were paid off when the Borsan Primary School won the second position as the Best School of the State from the State Government.

Working towards water and sanitation



*Rajendrasinh Jatubha Jadeja,
Mespar, Rajkot*

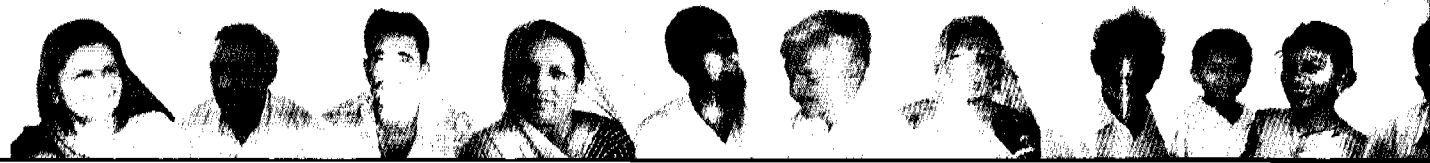
Mespar of Rajkot district is the 'Samras' village. They have not followed the elections since last forty years. The farming works, road repairing of the village and other works are well done by villagers themselves but for drinking water no work had been done in the village. In summer, they had to face the drinking water scarcity. The villagers used to wait for the water tanker for hours. When they heard of the watershed programmes, Rajubha and other leaders of the village talked to the rest of the people. With a general consensus the people agreed for the scheme with the hope that they would be able to arrive at a permanent solution to the water problem. Rajubha started the water harvesting work with people's participation. After the water harvesting work water tables rose and the village became self dependent for water. After water, Rajubha took up the sanitation campaign and because of that now most of the houses of the village having sanitation units.

Building faith through transparency in accounts



*Kacharakaka,
Daramali,
Sabarkantha*

The basic need of Daramali, a village of about 300 households, is water and sanitation. The elderly, yet enthusiastic Kacharakaka had the prior experience of running the Daramali Group scheme and also participatory works. Moreover, he was trusted and known for transparency in his dealings. It was therefore not surprising that he was made a part of the Pani Samiti when it was formed for the Swajaldhara project. Kacharakaka and other Pani Samiti members worked hard under the Swajaldhara scheme in their village and collected the people's contribution. They formed a sanitation committee of the youngsters to look after the cleanliness in the village. He organised an exposure visit to Kishoregadh of Himmanagar taluka to inspire village women and after the exposure visit the women are actively involved in sanitation issues.



Putting education and exposure to use



*Gurjibhai Chaudhry,
Nani Cher, Surat*

Since last four years Gurujibhai is the Sarpanch of the Nani Cheri village of Mandavi taluka of the Surat district. He aims to take his village on the development path with the help of his village community. Nani Cheri village is situated in the backward area of Surat district. The village is made of two hamlets named Nani cher and Kolivad. Education level is very low here but Gurujibhai the man from such a backward area did Masters of Arts from the L. D. college of Ahmedabad. Gurujibhai says that, "We had the problem of water in our village. How can one think of anything else then water? I decided with my Village Panchayat members to solve the water problem of our village." We took the advantage of Swajaldhara scheme and now we are taking care for the quality of works done under Swajaldhara in the village.

Concern for salt-pan workers



*Rajubhai Patel,
Kharaghoda,
Surendranagar*

Kharaghoda is a village bordering the Rann of Kutch, where most people were engaged as laborers in salt production. Being economically and socially weak, the collection of public contribution was a major issue. However, Chairman of Pani Samiti, Rajubhai Patel rose to the occasion. Putting his ideas into action, Rajubhai collected contribution from owners of salt pan, either for the house connection or for the water connection to the factory, on ration cards etc. He asked the Pani Samiti to disconnect water connection to those factory owners who failed to give contribution. As a result a sizeable amount was collected. He set an example to others that Pani Samiti can take action according to rules against the defaulters for collection of contribution.

Saving's Groups at the forefront



*Meenaba Jadeja,
Pilol, Savli, Vadodara*

Pilol village of Savli taluka in Vadodara has a population of about 2,000. The high point of this village is 11 Women's Savings group. Along with Meenaba Jadeja, 450 women had received training related to hand pump repairs and masonry work. Like other villages, Pilol village too suffered from water scarcity. When the women learned about the Swajaldhara programme they felt that they had found a solution to their water woes and under the leadership of Meenaben the women resolved to solve the water problem. When the question of 10 per cent community contribution arose the women chipped in Rs. 30,000 from their own savings. They participated with the keen interest in all the works and also formed a youth group to facilitate participation of the community.

Women Samiti members ensure safe water after floods



*Khanda,
Vadodara*

Swajaldhara, when introduced in Khanda village by Shroff Foundation Trust, was accepted as a programme, but they could not form Pani Samiti as the community was divided on the choice of members. Failure on the part of male members to form a committee gave a chance to women of village to get together, and after a few consultations they were able to form an all women committee. During the floods in 2006, their village got badly affected. So the Pani Samiti swung into action, and they used knowledge acquired from water quality surveillance trainings. Each house was visited by them and chlorination process of drinking water was demonstrated at household level. It was ensured that each woman does chlorination for next seven days. Surekhaben Padhiar, Pani Samiti member says, "Now we are determined and confident of getting Swajaldhara programme in our village, we will start collecting contribution soon".

Reintroducing the project/Community contribution



*Manjulaben Tandel,
Dandi, Valsad*

Proximity to sea accelerates salinity ingress in Dhandi village of Valsad and in summer wells dry up and groundwater level goes down. Though the village is covered under a group water supply scheme, due to low pressure and low technical facilities water does not reach as per the requirement. To solve these problems villagers decided to join in the Swajaldhara programme. Although the programme was accepted, when it came to collecting community contribution, people were reluctant to come forward. In fact, at one point of time the programme had to be withdrawn due to the lack of community contribution. The village Sarpanch, Manjulaben Tandel saw a golden opportunity to improve water supply facilities slipping away and as the village head, decided to prevent this from happening. After a series of meetings and talks with the community, she managed to convince the people and change their mind towards the project. As a result of her perseverance, the Pani Samiti account received Rs. 1.03 lakhs from the people and the project was reintroduced in the village.

Reintroducing the project/Community contribution



Persoli was dependent on a step-well constructed years ago by the Banjara community for drinking water, which was then converted in a well. But water was not adequate to meet the requirement of the village and was also not potable. Himmatbhai vowed to bring about a solution for water scarcity. He provided the village with the details and after consultations, the Pani Samiti was formed. Through a series of meetings major hurdles like community contribution were dealt with. Work was distributed, among the villagers and the scheme was completed and with help from Himmatbhai rules for O&M of the systems were formulated. The rules were observed strictly. Now a centre of cross learning, Persoli is frequently visited by other villages from Navasari as well as neighbouring districts to get an exposure on creating in-village water supply facilities. Himmatbhai is now busier than ever as he imparts trainings to other Pani Samitis.



Women initiate water quality testing



*Training for
Water Quality Testing*

Nizamia village of Kheda district has a population of about 500. Two hand pumps are the main source for water on which the village relied and when these hand pumps go dry in the summer people draw water from private sources. The main occupation of the people in the village being farming and animal husbandry, the water requirements for cattle are also considerable. Under the Sector Reform Scheme (State), the community collected the ten per cent contribution towards capital costs and implemented a scheme of Rs. 2,99,000/- which consists of a water tank, pipeline and stand-posts.

When water quality monitoring was introduced in the village, the women under the leadership of Jamnaben Parmar, the concerned and aware Sarpanch of the village, took initiative. They said, "Since we are the ones responsible for household water needs and we take care of filtering the water and keeping it safe, we will also take on the responsibility of water quality testing." Now with support from elders in the village and the local school teacher, a water testing team has been formed which has all women members. This team checks the quality of the water from both the hand pumps once every month, and informs the community regarding the results. The team has also taken initiative and organized a sanitation drive with the school children.

Promoting rainwater conservation



*Meenakshi Padvi,
Khapatia,
Valsad*

Meenakshi Padvi a young girl from the Khapatia village of Dharampur taluka of Valsad is resolved to transform her village from being a backward one into a progressive one. In spite of being educated in the city of Ahmedabad, she has not fallen prey to its glamour and thrill and has returned to her village with a will and passion to do something for its development. Meenakshi was actively involved in the promotion and construction of small dams in the Dharampur taluka during her tenure with soil and water conservation management. Now she is involved in the drinking water supply sector. In the village of Ambosi Bhavthan, she has been instrumental in motivating people to develop 71 rooftop rain water harvesting structures. The community has contributed 22 per cent of the capital cost for these structures.

Speaking about her experience, Meenakshi says, "It was a very challenging task which I had undertaken. Convincing people about storing rain water and using it for drinking was very difficult. At times there were many arguments, people would even get offended with my talk and even reproach me. There was a time when my confidence was very low and I was disappointed. But the teachings of my parents to not give up under any circumstances would always come back to me and I would go on undeterred." Today whenever she visits Ambosi village, the people look upon her with respect.

Background note on WASMO

Water and Sanitation Management Organisation (WASMO) was established by the Government of Gujarat in May 2002, with a mandate to promote decentralization in the rural drinking water and sanitation sector. The rationale behind establishing WASMO as a Special Purpose Vehicle was the need for a government supported institution that would promote and support community participation through appropriate software activities like awareness generation, IEC, training etc. , so that the communities would be able to implement and manage their own water supply systems. This would also support the shift in the role of the government from that of a provider to a facilitator.

Starting with the Ghogha project in Bhavnagar district covering 82 villages in the three talukas of Talaja, Ghogha and Bhavnagar, WASMO has scaled up its activities over the last five years. After the Ghogha project it undertook the community-managed water supply and sanitation programme in 1260 villages of the earthquake affected districts of Kutch, Jamnagar, Surendranagar and Patan. It has also been appointed as the State Water and Sanitation Mission (SWSM) and is responsible for the implementation of the Govt sponsored Swajaldhara programme and the State sponsored Sector Reform Scheme. Through these various programmes, WASMO has a presence in all the districts of the State.

Approach and Implementation Strategy

WASMO's strategy include development and strengthening of local institutions (Pani Samiti), active involvement and participation of communities at every stage of project implementation, use of effective communication media to bring out community participation and to fortify their capacity and utilisation of understandable and affordable technological options. Integration of different activities is the fundamental feature of the project approach, like water supply was integrated with WRM, and non-technical aspects like socio-economic conditions, community participation, women's participation, health awareness, development and strengthening of village level institutions, were linked with technical attributes.

In order to implement the above strategy, WASMO performs the role of facilitator by empowerment and capacity building of the PRIs at the grassroots level. As per the 73rd Constitutional Amendment for

empowerment of the PRIs, transferring the 3Fs (functions, functionaries and fund) has been made mandatory. WASMO has added a fourth F, i.e. facilitation for smoothening the process of empowering PRIs so that sufficient capacity is built up by creation of sustainable institutions at the village level who can manage their drinking water systems efficiently.

Empowerment involves various aspects such as decentralisation, devolution of functions and power, community involvement, power and capability to challenge various types of discrimination etc. At the same time it is also understood as community's ability to assume responsibility, make informed choices and decisions, manage resources and institutions, address conflicts and build new capacities to deal with future challenges etc. Thus it is a holistic and continuous process encompassing all of the above aspects. In order to bring about this empowerment, appropriate legal institutional mechanisms with a specific mandate need to be devised that can be summarized as:

- True representation brought about by the formation of Pani Samitis with representation from marginalised communities and one third members as women, who are the primary managers of water at the domestic level.
- Legitimacy of the Pani Samiti as a result of the fact that it is formed as a sub-committee of the Gram Panchayat and thus upholds the decentralised democratic process initiated in the country with the 73rd Amendment to the Constitution. The State Government of Gujarat passed a Government Resolution on the formation of Pani Samiti in all Gram Panchayats in 1995 and amended in 2002.
- Bringing in accountability - which is done by the Pani Samiti consulting the Gram Sabha, getting its approval at various important stages of the project, and sharing information on plans and expenditure with the Gram Sabha. The citizens as members of the Gram Sabha are free to ask questions and demand explanations from the Pani Samiti with regard to the water supply systems that are being developed in the village, (such as whom the work is being awarded to, the quality of work, the expenses). Thus the Pani Samiti is required to get the consensus of the community on major decisions and at the same time is answerable to the community for all its decisions.



- Capacity building of the Pani Samiti and the community on a variety of issues like general awareness on water, sanitation, health and hygiene, environmental sanitation etc; construction management and supervision; masons' training; financial management; book-keeping and maintenance of records, O&M of the system including water quality testing.

Through its various programmes - ERR, Swajaldhara and Sector Reforms (State) WASMO has been able to motivate and mobilize communities to manage their in-village water supply systems. The empowerment of communities has led to interactive participation. Thus

in all the programme villages, people participate in formation of new local level institutions i.e. the Pani samitis (as sub-committees of the Gram Panchayat) and carry out a joint analysis, which leads to action plans. Interdisciplinary methodologies are involved that seek to achieve multiple objectives making use of systematic procedures. These Pani Samitis take control/ownership over local decisions, and so people have a stake in maintaining structures or practices. Continuous capacity building programme and empowerment of Panchayati Raj Institutions (Pani Samitis) has brought in a paradigm shift in the role of governance from 'provider to facilitator'.

Outreach of the Reforms programme (August 2007)					
Sr. No.	Project Name	Status of work (No. of villages)			
		Pani Samiti formation	Work taken up	Work completed	Work under progress
1	Ghogha project	82	82	82	0
2	Sector Reform Pilot (SRP) Project	833	833	833	0
3	ERR project	1250	1176	830	346
4	Swajaldhara programme	4701	1311	627	705
5	Sector Reform Scheme (State)	2114	701	268	447
Total		8980	4103	2640	1498

Building partnerships

Since inception WASMO has established partnerships with organisations involved in rural development to work at grassroot level. The partnerships are built on a shared vision to address the basic need for drinking water. WASMO functions with a single agenda to facilitate in-village drinking water supply and to initiate improved sanitation practices. The expertise of civil society organisations, government departments, academic institutions and sector experts are availed to facilitate programmes. The culture of civil society presence in government programmes has increased its credibility and has changed the attitude of the community towards schemes initiated by public sector.

The stakeholders are varied from the community to NGOs and GWSSB to international organizations like UNICEF and others. NGOs have been selected through a structured process to act as Implementation Support Agencies (ISAs). The main criteria for selection were the experience in the field of

water and sanitation and the experience of the human resources available with each NGO and there are more than 75 NGOs associated with WASMO as ISAs.

The partnerships at all levels have been nurtured so as to develop operational relationships, which recognise and capitalise on each others capacities, be it WASMO, the ISA or the community. The roles and responsibilities of each partner have been clearly enunciated taking into account the capacities and constraints of each partner. Through mutual dignity and respect, the skills, resources and knowledge that each partner brings to the programme are valued. Transparency in processes as well as openness and sharing of perspectives and information has fostered a healthy relationship between partners and on several occasions also helped to arrive at solutions on crucial issues. The profound experience of ISAs in dealing with rural dynamics and rural development, coupled with a shared vision and common goals has made implementation of programmes possible and propelled the process of scaling up.



Operational Structure

For the smooth implementation of the programme institutions have been set up at the village district and state level to facilitate the process as follows:

Pani Samiti

Pani Samiti, as an extension of Gram Panchayat is formed in every programme village to shoulder the responsibility of programme for planning, implementation and subsequent operation and maintenance of the facilities created for water supply and sanitation. It is in fact, a sub-committee of the Gram Panchayats, and the empowerment of this Pani Samiti through which WASMO works at the local level is the primary focus of WASMO's interventions.

Coordination Monitoring and Support Unit, DWSCs and District Core Teams

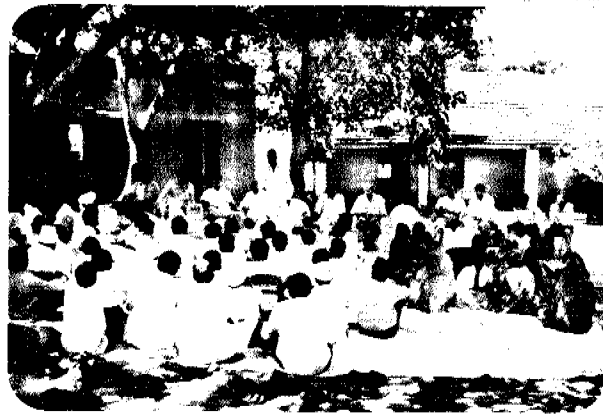
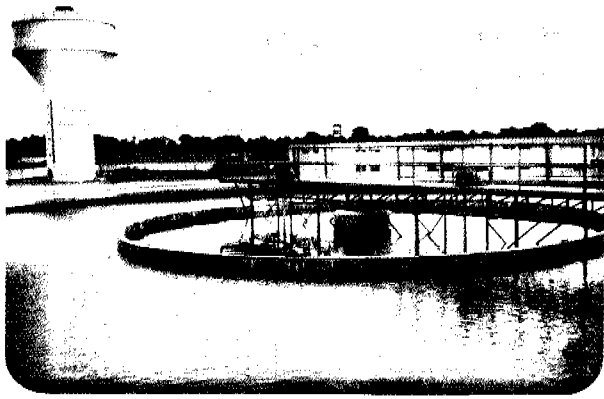
Under the ERR programme, Coordination, Monitoring and Support Units (CMSU) are set up at the district level for supporting, coordinating and monitoring the implementation of the programme. The CMSUs provide guidance and facilitate the functioning of the Pani Samiti/Gram Panchayat and Implementation Support Agencies and monitors the progress of the programme. It also promotes the sector objectives and represents WASMO. In addition to this Engineering Support Cells (ESCs) are established to provide assistance to the village community in construction related activities. The

engineers provide assistance in investigation, conducting feasibility studies, identification of sources and technical options that are cost effective both in terms of capital cost as well as operation and maintenance cost, preparation of design and engineering drawings of the activities identified as a part of Village Action Plan. The team of engineers also assists the Pani Samiti in preparation of contracts and sourcing of material of acceptable quality, supervision of the quality and timely completion of works.

Under the Swajaldhara and Sector Reform Scheme (State), the process of facilitation and monitoring is entrusted to the District Water Supply Committees (DWSC). The GWSSB district Executive Engineer (EE) is member-secretary of the DWSC. In its first year of the Swajaldhara programme the DWSCs depended for field implementation entirely on the GWSSB engineers. These engineers have limited time because of other obligations. To complement their expertise WASMO has recruited three-person core-teams in each district consisting of an engineer, a community mobiliser and one person for documentation.

The technical and non-technical staff, work in an integrated manner. A strong base of staff with non-engineering/social science backgrounds has helped make all programmes more people-oriented, while the engineering staff also remains to provide the technical expertise. Moreover, the presence of non-technical staff and regular training and orientation on participatory approaches has also helped the hard core engineers to look at the project in a more holistic way and take into account its social aspects.





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